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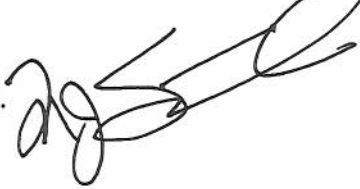
550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601  
Phone: (213) 386-1297

<http://dmh.lacounty.gov>

July 13, 2009

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.  
Director of Mental Health 

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES  
QUARTERLY REPORT – July 2009**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

*"To Enrich Lives Through Effective And Caring Service"*

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
MENTAL HEALTH SERVICES ACT  
SKID ROW SERVICES PROGRESS REPORT**

**July 13, 2009**

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CRWC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008 the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE!, the contract with DMH to operate that CRWC in the Skid Row area. The Skid Row Management Team, along with the Service Planning Area (SPA) 5 management team and DMH Contracts has worked collaboratively with Emotional Health Association dba SHARE! resulting in the initiation of services at their new downtown site in late April, 2009.
- A directly operated Wellness Center has been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center. This transformation also included the creation of a Field Capable Clinical Services (FCCS) team that will provide needed mental health services for clients at the now open Center for Community Health of Downtown Los Angeles (formerly known as Leavey Center) and to those residing in the area's shelters and Single Room Occupancy (SRO) Hotels.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. With the recent addition of SHARE! CRWC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program mental health clients now have an array of Wellness Center programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.



### **Full Service Partnership (FSP)**

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of July 8, 2009 for which the outcome measures below are compiled, the number of enrollees is now 172 clients. There is a continuing effort to identify and enroll clients that require and can benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program moving some clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. Alternate programming may consist of directly operated Wellness Center services; CRWC services; along with employment, and ongoing support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post-partnership (adjusted for time): 55% decrease (last time there was a 6% decrease)
- Days homeless year prior to partnership vs. post partnership (adjusted for time): 83% decrease (last time 81% decrease)
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 7% increase (last time 30% decrease – increase this reporting period was tracked to two individual clients).
- 66% of the 172 clients enrolled in FSP have been identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.

### **Service Area 4 Navigation Team (SANT)**

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area (SA) 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 139 referrals for adult consumers age 26-59 for specialized programs (ACT, FSP & ATCMS). Of the referrals:

48 referrals were received from non Skid Row areas

- 16 consumers were successfully enrolled in FSP
- 14 pre-authorized for FSP
- 3 refused specialized services
- 15 consumers did not meet FSP criteria (referred FCCS or ATCMS)

91 consumers were referred from the Skid Row area

- 30 successfully enrolled in FSP
- 35 currently pre-authorized for FSP services
- 14 refused specialized services
- 12 consumers did not meet FSP criteria (referred FCCS or ATCMS)

There were no referrals received from the Skid Row Area for Transition Age Youth (TAY-age 16-25 years) during this quarter.



### **Housing Trust Fund**

A Countywide MHSA Housing Trust Fund of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. In awarding the funds, the Department was committed to funding projects dispersed throughout the County. To that end, of the \$10.5 million, \$7,294,425 was awarded to projects in Supervisorial Districts (SDs) 1 through 4 and the remaining \$3,205,575 was left unallocated because there were few eligible projects in SDs 4 and 5. The Board gave the Department authority to enter into agreements for the remaining funds; \$1,105,575 for eligible projects in SD 4 and \$2,100,000 for eligible projects SD 5. The Department is developing a Request for Information to solicit interest in the remaining funds.

### **Housing Development**

SRO Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was notified in June 2007 that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to the current State funding freeze, the construction start date has been pushed back to August 2009. It is anticipated that the units will be available for leasing in November 2010.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which 31 will be for special needs populations—those who are chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations. As of this date, the James Woods Apartments are under construction with a scheduled



completion date of June 2009. It is anticipated that the units will be available for leasing in August 2009.

### **Mental Health Services Act Housing Program**

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH allocated \$115 million to Los Angeles County for the development of supportive housing, \$40 million of which can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but that had not been recommended for further development at this point due to insufficient information, or other issues; and those that had further questions, or had expressed an interest in providing shared housing. This included individuals and organizations that were not traditional supportive housing developers. On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to the CalHFA for the administration of the MHSA Housing Program.

The Department has received sixty-four Letters of Interest in various stages of development from the concept stage to fully developed projects with committed funding resources. Of the sixty-four proposed housing projects, the MHSA Housing Advisory Board identified thirty-nine as viable projects and recommended that the Department initiate further planning and development with the project sponsors. DMH has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Thirty-one of the thirty-nine projects previously recommended for further development by the MHSA Housing Advisory Board have remained active as of June 25, 2009. The Department has submitted nine applications on behalf of the project sponsors to State DMH and CalHFA for funding. Five of them, The Young Burlington Apartments, The Nehemiah Court Apartments, Daniel's Village, The Courtyards in Long Beach and The



Glenoaks Gardens Apartments have been approved for funding by State DMH and CalHFA. The other four are still being reviewed by the State. The remaining twenty-two projects are in various stages of the local application process: seventeen project sponsors are currently initiating the service plan review process, two are finalizing their service plans for posting, two are currently posted on the Department's website for the 30 day public review and comment period, and one has been invited to submit their full application to the State DMH and CalHFA.

As of May 28, 2009, the Expression of Interest for the MHSA Housing Program was suspended. As stated in the Expression of Interest, the Department would accept Letters of Interest on a flow basis until the Department determined that it was in receipt of a sufficient number of Letters of Interest for proposed projects to exhaust the current \$115 million allocation for the Los Angeles County MHSA Housing Program. Any future notification of funding will be made available on the DMH website.

### **Crisis Resolution Services (CRS)**

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing two days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations. Weekday utilization of CRS remains extremely high, however, despite vigorous promotion, Saturday utilization of services has been consistently dismal. Since August 2008, there have only been 3 new case openings initiated on Saturdays. As a result, the cost-benefit of providing extended program hours are being carefully weighed by the Department.

Since implementation, CRS has:

- Opened 2,837 new cases, averaging 7 new intakes daily;
- Reduced attrition rate among newly enrolled clients by 45%;
- Provided linkage to emergency, transitional or permanent housing to 87% of homeless clients on day of screening or intake; and

- Engaged 57% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients enrolled in treatment or peer counseling services. Motivational engagement efforts with the remaining 43% are ongoing.

The program provides immediate, frequent, intensive case management for clients, and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

### **Skid Row Management Team (SRMT)**

During this past quarter the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB), and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Coordination with Emotional Health Association dba SHARE! implementing their contracted CRWC in the Skid Row area, thereby enhancing the array of services available to clients;
- Represented DMH in the on going Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) inter-agency service integration planning, and operational workgroups led by Chief Executive Office Service Integration Branch. Planning has culminated in the implementation and opening of the Center, which opened its doors for business on June 30, 2009. Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Alcohol and Drug Programs Administration;
- Hosted and participated in weekly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the on-going provision of collaborative services to homeless families with minors. Also assisted with transitioning the SRAT to its new location within the Family Assessment Center at the Center for Community Health of Downtown Los Angeles, where the team has been based since June 30, 2009;



- Completed implementation of an adult FCCS program which will target persons in the Skid Row area who are 18 to 59 years old, homeless or at risk for homelessness, have mental health or co-occurring mental health, substance use and medical conditions, and are unresponsive to or reluctant to engage in traditional clinic-based services;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the Skid Row Management Team (SRMT) with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Participated in the monthly DMH SA 4 Executive Providers Meetings;
- Continued collaboration with the Service Area 4 Management Team to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT;
- Participation in monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs.
- By appointment from the SAAC IV, served on the PEI Steering Committee as a representative for social service agencies to advocate for the needs of consumers and programs in Skid Row SA 4. The SA 4 PEI Steering Committee completed their work in March 2009, having selected priority populations and program models based on promising and evidenced-based practices. The recommendations of the SA 4 Steering Committee were aggregated with those of other PEI Steering Committee across Los Angeles County DMH and submitted to the State. The PEI program proposal for the Skid Row area will target individuals exposed to trauma.
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings, to implement recommendations of the

Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis. In addition on June 23, 2009 the work group put on a community forum, "Responding to the Crisis—Homeless Families in L.A. Today" to develop recommendations and action steps for addressing the family shelter crisis;

- Participated in Service Area 4 Birth to 5 Collaborative Meetings to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row. The 2007 Greater Los Angeles Homeless Count tallied 2,540 minors in homeless families in the Metropolitan Los Angeles area, 51% (or 1,300) of which were age 5 or younger;
- Met with various partners to discuss the development of contingency plans for the possible elimination of CalWORKs funding by the State resulting in the termination of critical homeless families services special programming in the Skid Row, as well as other areas in the County; and
- Attended the June 25, 2009 open house for the SRO Housing Corporation's James M. Wood Apartments, a newly constructed, affordable housing apartment complex in Skid Row. SRMT and SRO are collaborating to provide on-site mental health services to residents of the building.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

### **Summary**

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. Currently, this includes complete implementation of Field Capable Clinical Services; the opening of the SHARE! Client Run Wellness Center; the opening of integrated medical and behavioral services program at the Center for Community Health of Downtown Los Angeles (formerly Leavey Center); and collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row to provide on-site mental health services to residents. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.